

Appendix:

Action Checklist for Ensuring Equity *In and Through* COVID-19 Vaccination

Developed by the CommuniVax Coalition, this checklist is a tool to aid state and local jurisdictions in delivering the systemic benefits of COVID-19 vaccination to communities of color. Specific objectives and sample actions align with the 5 principles of the Action and Accountability Plan. Authorities should strive to reach as many of these objectives as possible through their COVID-19 vaccination programs. Some things may be more appropriate to prioritize in the near term, but the actions that have a longer fuse will have more impact if efforts are initiated now. Other tool uses include assessing technical assistance needs; developing senior staff evaluation processes in concert with standards for the management of compound disasters that occur in the context of social, economic, and health disparities; and socializing new norms among elected and appointed leaders via their professional organizations, such as the League of Cities, National Association of Counties, and the US Conference of Mayors, among others.

Objective	Sample Action	Timeline	
		Short Term	Long Term
PRINCIPLE 1: Iteration – commitment, constancy, checking in, forward motion, marked advances			
Reorient jurisdictional efforts to advance COVID-19 vaccine uptake for BIPOC communities beyond a “rescue” approach (ie, short-term assistance) toward a “resilience” approach (ie, systemic benefits that last postpandemic).	<input type="checkbox"/> Engage in policy reform with an eye to long-term gains that enhance the overall health and wellness of BIPOC communities during the COVID-19 pandemic and well beyond.		X
	<input type="checkbox"/> Set aside resources to support BIPOC community health and well-being in postpandemic years (eg, budget for specific recovery/resiliency activities in BIPOC communities, sustainably resource programs to advance BIPOC community health and wellbeing).		X
Publicly present the baseline your jurisdiction will use to measure progress made in building BIPOC confidence in COVID-19 vaccines and the institutions administering them.	<input type="checkbox"/> Publicly acknowledge the history of BIPOC suffering nationally and reference any past harms in your city or state.	X	X
	<input type="checkbox"/> Include this acknowledgment in all COVID-19 vaccination communications to demonstrate understanding and integration of these factors into pandemic response and recovery efforts.	X	
	<input type="checkbox"/> Co-create programs with BIPOC communities to identify, monitor, and address legacy behaviors (eg, racial profiling by the police) that feed distrust within the jurisdiction.		X
	<input type="checkbox"/> Establish training and credentialing mechanisms that raise awareness about past and present bias and abuse against BIPOC community members, in medical and public health systems.	X	

Objective	Sample Action	Timeline	
<p>Assemble a durable infrastructure—anchored in your office, shaped by the health department, and fastened to community-based organizations—to engage BIPOC communities and foster trust.</p>	<input type="checkbox"/> Plan for longer-term sustainability of programs that address the broader needs of the community rather than a specific disease.		X
	<input type="checkbox"/> Appoint an equity advisor, or an equivalent, to inform and assess COVID-19 response and recovery activities. Maintain this office postpandemic to ensure equitable policy and program development and implementation.	X	X
	<input type="checkbox"/> Marshal staff to coordinate community engagement capabilities across multiple agencies and community- and faith-based organizations to complement efforts and close gaps.	X	X
	<input type="checkbox"/> Build into budgets resources to strengthen community- and faith-based organization operations and provide technical assistance (eg, grant writing assistance, training).	X	X
	<input type="checkbox"/> Build into the budget dedicated resources for regular information sharing, consultation, and engagement with community stakeholders.	X	X
	<input type="checkbox"/> Employ multilingual, multicultural staff (including at the leadership level) to ensure diverse perspectives are included in leadership-level discussions and decisions.	X	X
	<input type="checkbox"/> Employ all of the major languages spoken in your community when delivering information important to their health and wellbeing.	X	X
<p>Meet regularly with BIPOC community members to gather perspectives on COVID-19 vaccination and recovery needs as well as to better understand other issues or needs affecting the health and wellbeing of BIPOC communities.</p>	<input type="checkbox"/> Engage BIPOC communities in deliberate, respectful forums to learn about BIPOC experiences, needs, and hopes for COVID-19 vaccination and recovery efforts. Listen carefully; defer to community members as guides during these conversations.	X	
	<input type="checkbox"/> Seek input/feedback on COVID-19 vaccination and recovery efforts at multiple junctures and through multiple channels. Acknowledge the input received and clearly explain how it will be used to manage expectations and promote transparency.	X	

Objective	Sample Action	Timeline	
	<input type="checkbox"/> Utilize and act on input from BIPOC communities to the greatest degree possible, and keep BIPOC communities informed about where and how input will be used.	X	X
	<input type="checkbox"/> Systematically check in with BIPOC communities, assessing whether they feel their input has been used and has made a difference. Be responsive if communities suggest more work is needed.	X	X
Employ data systems that enable public monitoring of the effects of and responses to the pandemic for BIPOC communities and that can inform individual decision making about COVID-19 vaccination.	<input type="checkbox"/> Disaggregate data by race/ethnicity and in other ways (eg, ZIP codes) that can help index how specific populations are affected by the pandemic and response efforts. Use these data to inform resource allocation and vaccination program activities.	X	
	<input type="checkbox"/> Track vaccination program outputs and outcomes, particularly in terms of direct BIPOC experiences, to inform ongoing implementation of the vaccination program.	X	
	<input type="checkbox"/> Gather information to better assess reasons for vaccine hesitancy, delaying, and refusal. Use this information to help inform vaccine outreach efforts.	X	
	<input type="checkbox"/> Make information about vaccine effectiveness, evolving safety profiles, and availability transparent and public. Ensure the data/information is presented in a comprehensible way and frequently updated.	X	
	<input type="checkbox"/> Engage community members and leaders when interpreting safety, effectiveness, and uptake data.	X	X
	<input type="checkbox"/> Provide opportunities for community leaders, government leaders, and the media to work in tandem to interpret the implications of vaccine data, to relate these to others, and to advance participatory decision making around vaccination.	X	X

Objective	Sample Action	Timeline	
PRINCIPLE 2: Involvement – partnership, joint problem solving, representativeness, collaboration		Short Term	Long Term
Map and regularly update knowledge of BIPOC communities’ trusted leaders, influencers, social networks, pillar institutions, and virtual/physical venues to help engage your jurisdiction’s BIPOC communities in 2-way communication about the vaccination program and COVID-19 response.	<input type="checkbox"/> Map the social landscape in the jurisdiction and identify committed, knowledgeable people as well as resources that can be engaged to support 2-way communication (eg, thought leaders, “go to” organizations that can mobilize community members, community news resources).	X	
	<input type="checkbox"/> Use social service agencies, community organizers, and others with connections to underserved BIPOC community members to inform them about the mapping effort and to solicit input.	X	X
	<input type="checkbox"/> Engage and train community members to update the map.		X
	<input type="checkbox"/> Track strategic community alliances by monitoring new groups recruited to vaccination efforts, the diversity of groups involved, and the durability of partnerships established.	X	X
Ensure BIPOC individuals and groups are engaged as peers with agency and a right to self-determination, rather than treated as subordinates or wards to protect.	<input type="checkbox"/> Listen to BIPOC individuals’ and organizations’ reactions to COVID-19 vaccination efforts. Use their input to inform future efforts rather than preconceived ideas about what others believe their priorities should be.	X	
	<input type="checkbox"/> Convene BIPOC community advisory and/or planning groups to discuss and set priorities, share dilemmas, discuss failures, and garner advice on implementing the COVID-19 vaccination program and recovery efforts.	X	
Involve BIPOC individuals and community organizations in the COVID-19 vaccination campaign in ways that strengthen self-reliance and self-direction, for COVID-19 response and beyond.	<input type="checkbox"/> Match community leaders and subject matter experts who can provide on-demand technical support.	X	
	<input type="checkbox"/> Engage public health and community partners (eg, paid peer ambassadors, community health workers) to encourage BIPOC individuals to develop personal and family vaccination plans.	X	

Objective	Sample Action	Timeline	
	<input type="checkbox"/> Provide technical assistance to BIPOC-serving community organizations (eg, grant writing assistance).		X
	<input type="checkbox"/> Compensate BIPOC community members, leaders, and organizations for their time and work in these and all other capacities mentioned in the checklist/plan.	X	X
On both government and community sides of the vaccination planning table, put BIPOC individuals in influential seats and remain mindful that BIPOC communities are not homogeneous.	<input type="checkbox"/> Leverage modern communication technology to further amplify BIPOC voices (eg, social media campaigns, webinars, virtual meetings).	X	X
	<input type="checkbox"/> Use traditional communications channels (eg, newspapers, public service announcements, church newsletters, flyers) to share important information and invite input from those without access to the internet or other technologies.	X	X
	<input type="checkbox"/> Ensure that enough people in positions of authority have roots in the BIPOC communities they serve.		X
	<input type="checkbox"/> Develop and refine plans to cultivate BIPOC executives and leaders, including those who will manage future crises.		X
PRINCIPLE 3: Information – communication, influencers, salience, cultural relevance, veracity		Short Term	Long Term
Put the spotlight on trusted BIPOC individuals and organizations who can effectively relay information and help set community norms around COVID-19 vaccination.	<input type="checkbox"/> Work with BIPOC communities to identify and connect with influential members who can advocate for the COVID-19 vaccine (eg, cultural leaders, political leaders, faith leaders, ethnic grocery store owners, family matriarchs, meat packing plant supervisors, community health workers, ethnic radio personalities, minority-serving institution faculty and students, BIPOC healthcare practitioners and their associations).	X	X
	<input type="checkbox"/> Engage early adopters to advocate for vaccination publicly, in their own words, and to disseminate information about vaccination options.	X	X

Objective	Sample Action	Timeline	
		Short Term	Long Term
Apply lessons from engagement with BIPOC communities to frame COVID-19 vaccination in communities’ own terms (eg, what and whom they value).	<input type="checkbox"/> Convey technical information about COVID-19 vaccines (safety, etc.) in lay language, with graphics/illustrations and other elements to make the information easier to absorb.	X	
	<input type="checkbox"/> Provide essential information in all major languages spoken in the jurisdiction to maximize accessibility and message penetration.	X	X
	<input type="checkbox"/> Develop messaging in partnership with individual BIPOC communities to ensure messages about vaccination are culturally and socially relevant in locally significant ways.	X	
Enlist all allies and avenues to fill BIPOC communities with “good” (ie, valid, reliable, culturally relevant, and actionable) information to counteract misinformation.	<input type="checkbox"/> Begin your communication campaign right away; sustain the flow of information to prevent misinformation and damaging counter-narratives from filling the void during long breaks	X	
	<input type="checkbox"/> Research and track misinformation circulating locally and work with local BIPOC leaders to develop plans for this misinformation.	X	
	<input type="checkbox"/> Engage door-to-door and in-person campaigners (with safety in mind) from within the community to spread “good” information and to learn more about the misinformation circulating in the community.	X	
	<input type="checkbox"/> Engage social media, ethnic media (eg, preferred radio stations), and informal communication channels to spread “good” information.	X	X
	<input type="checkbox"/> Employ artists (eg, poets, muralists, singers) from within the community to spread “good” information.	X	X
PRINCIPLE 4: Investment – financing, tangible goods, human capital, dividends, appreciation		Short Term	Long Term
Allocate needed human resources—beginning in the health department and working outward—to make equity a fixed feature of COVID-19 vaccination and future programming.	<input type="checkbox"/> Convene and provide resources for a health equity council to inform COVID-19 vaccination and recovery efforts and identify opportunities to inform policy decisions and implementation for future health equity issues.	X	X
	<input type="checkbox"/> Employ BIPOC community members in COVID-19 recovery efforts (both planning and implementation) and award contracts to minority-owned firms.	X	X

Objective	Sample Action	Timeline	
	<input type="checkbox"/> Consistently assess whose voices are missing from COVID-19 response and recovery efforts and create plans for inviting these voices into the discussion.	X	X
Creatively finance BIPOC nonprofit and for-profit entities to strengthen COVID-19 vaccination uptake and foster a coherent community health sector that serves all constituents.	<input type="checkbox"/> Use other appropriate forms of public capital (eg, US government community block grants and public assistance) for the COVID-19 vaccination program and other recovery efforts.	X	X
	<input type="checkbox"/> Review city, county, and state contracts to identify minority-owned firms, businesses, and providers for involvement in the vaccination program and postpandemic community restoration.	X	X
	<input type="checkbox"/> Apply creative contracting mechanisms (eg, securing a fiscal intermediary who can “pass through” funds promptly) to finance the work of community- and faith-based organizations and community health workers with cultural and linguistic roots in BIPOC communities.	X	X
	<input type="checkbox"/> Incentivize community- and faith-based organizations to coordinate spending to avoid duplication and enhance returns on the investment.	X	X
	<input type="checkbox"/> Employ community navigators at a living wage to give insight and input on BIPOC outreach.	X	X
Enlist private capital holders to improve COVID-19 vaccine uptake and in intermediate policy changes that support BIPOC workers.	<input type="checkbox"/> Engage local businesses in vaccination efforts (eg, vaccinating on site for major employers, engaging small businesses in raising awareness).	X	
	<input type="checkbox"/> Encourage health-supporting policy changes at workplaces (eg, paid time off to get vaccinated).	X	X
	<input type="checkbox"/> Encourage private sector investment into the community via employment opportunities.		X
	<input type="checkbox"/> Encourage local chain drugstores to hire, train, and deploy community health workers in BIPOC communities to assist with COVID-19 vaccination and recovery.	X	X

Objective	Sample Action	Timeline	
	<input type="checkbox"/> Partner with transportation providers (eg, taxicab companies, on-demand driver networks like Uber and Lyft) to coordinate free rides to vaccination sites.	X	
PRINCIPLE 5: Integration – big picture, whole person, holism, systems thinking, wellness		Short Term	Long Term
Implement a holistic approach to recovery, jumpstarted by COVID-19 vaccination efforts.	<input type="checkbox"/> Establish an integrated multisectoral COVID-19 task force to coordinate efforts across agencies and sectors.	X	X
	<input type="checkbox"/> Engage trusted but underused community agencies and organizations (eg, libraries, parks and recreation, cultural affairs) to assist with COVID-19 vaccination and recovery efforts in BIPOC communities.	X	X
Align public agencies around a “whole person” model of recovery, to meet BIPOC communities’ self-identified needs and to multiply the benefits of a single vaccination encounter.	<input type="checkbox"/> Provide no-strings-attached vaccination alongside delivery of other goods and services to meet community-identified needs that may include food, housing, income-generating opportunities.	X	
	<input type="checkbox"/> Use vaccination visits and community health workers to link to other aspects of the health and welfare system (eg, chronic disease care, daycare).	X	
Advance trust building on multiple fronts, with an eye to historic experiences and demonstrating trustworthiness recursively, over a series of projects that collectively offer communities resolution.	<input type="checkbox"/> Engage with BIPOC communities to identify pressing issues (eg, policing, voting rights) that may stand in the way of a successful COVID-19 vaccination campaign.	X	X
	<input type="checkbox"/> Establish public timelines and milestones for addressing these community concerns, and report progress on a regular basis to demonstrate commitment to addressing these issues.	X	X
Start participatory planning for pandemic recovery now, with durable gains for BIPOC communities as the highest-priority objective.	<input type="checkbox"/> Convene a cross-sector council of stakeholders to assess the compound adverse effects of the pandemic (eg, trauma, lingering medical needs, economic displacement, disrupted educations) and to develop plans for addressing these issues.	X	X
	<input type="checkbox"/> Institute a system of feedback loops (eg, health impact assessments) to gauge rebound and pinpoint where further interventions are needed.	X	X

Objective	Sample Action	Timeline	
	<input type="checkbox"/> If needed, involve community foundations to safeguard against partisan barriers or social fragmentation in COVID-19 vaccination, response, and recovery planning efforts.	X	X